

Functional Series: Management Services
ADS Chapter 527: Functions of the Mission Executive Office

ADS Chapter 527 supersedes HB 23, Chapter 1, Functions of the Mission Executive Officer.

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527.1 Authority

1. Reorganization Plan, 10/1/93
2. [Foreign Assistance Act \(FAA\) of 1961](#), as amended,
[\(22 U.S.C. 2151, et seq.\)](#)
3. [Foreign Service Act \(FSA\)](#)

527.2 Objectives

The objective of this chapter is to specify those responsibilities that will normally be carried out by the Mission Executive Office necessary to ensure the efficient, cost effective, safe, secure, and administratively sound operation and management of an overseas USAID Mission. Guidance for the opening and closing of missions is contained in the two supplements to this chapter.

527.3 Responsibility

1. The Executive Officer is responsible to the Mission Director for providing managerial guidance and directions in the following functional areas:
 - a) Program Support
 - b) Budgetary Planning
 - c) Management Analysis and Planning
 - d) [Human Resources Management](#)
 - e) Administrative and [General Services](#) including Property Management
 - f) [Contract Management](#)
 - g) Embassy Administrative Support
 - h) Administrative Support to Contractors

- i) [Security and Safety](#)
- j) [Travel](#) and Transportation
- k) Information Resources Management

527.4 Definitions (See [ADS GLOSSARY](#))

AUTOMATIC DATA PROCESSING (ADP)
COMMUNICATIONS AND RECORDS
CONTRACT MANAGEMENT
CONTROLLER
EXECUTIVE OFFICER (EXO)
FOREIGN AFFAIRS ADMINISTRATIVE SUPPORT (FAAS)
GENERAL SERVICES
HUMAN RESOURCES MANAGEMENT
INFORMATION RESOURCES MANAGEMENT (IRM)
LEASING
OPERATING EXPENSE BUDGET
PERSONAL PROPERTY MANAGEMENT
REAL PROPERTY ACQUISITION
SECURITY AND SAFETY
TRAVEL

527.5 POLICY

The statements contained within the .5 section of this ADS chapter are the official Agency policies and corresponding essential procedures.

527.5.1 FUNCTIONS OF THE MISSION EXECUTIVE OFFICE

The Executive Office, in coordination with the Mission Director or USAID Representative's Office and the Mission or Regional Controller's Office, is responsible for the administrative management functions of the Mission. Functional activities which may be located in an Executive Office include personnel management, general services, [leasing](#), travel, security, property management, contracting, leasing, information resources management, [communications and records](#) management. The scope of functions of an Executive Office are determined by the size, complexity and diversity of the mission and the availability of local or regional services.

E527.5.1 Functions of the Mission Executive Office

The following are the essential Agency implementing procedures for functions carried out by an executive office as stated in 527.5.1:

The Executive Office shall normally be responsible for the following mission functions:

- a) Program Support:
 - 1. Actively participate on program strategic objective teams with a focus on the personnel and material resource aspects of achieving the mission's strategic objectives.
 - 2. Participate in the formulation of mission policies on program development, implementation, and evaluation.
 - 3. Review mission development assistance activities for their management support requirements and participate in the design of the administrative/logistical component of the activities.
- b) Budgetary Planning:
 - 1. Develop the [operating expense budget](#) for the mission in coordination with the [Controller](#).
 - 2. Collaborate with Program and Technical Offices in the formulation of the annual budget resource requirements.
 - 3. Direct the administration of the operating expense budget ensuring prompt and legal obligation of funds.
- c) Management Analysis and Planning:
 - 1. Develop and prescribe appropriate internal management systems and implementing procedures including the establishment and maintenance of a Mission directives system. The directives system must include Mission Orders and Notices to Mission personnel providing direction for implementing ADS policies and essential procedures. NOTE: Mission directives must not create new policy nor shall they repeat existing ADS policy and essential procedures. The following is the minimal requirements for any Mission Order: Authority, Responsibility, and implementing Procedures. For detailed guidance on how to prepare Mission Orders see Supplemental Reference, Detailed Guidance on Preparing Mission Orders. **(See [Supplementary Reference, Detailed Guidance on Preparing Mission Orders.](#))**

2. Interpret USAID management regulations, and direct their application to facilitate the provision of management support.

3. Devise and recommend to management the appropriate organizational structure and manpower requirements of U.S., local foreign national (FSN) and third country national (TCN) personnel necessary to meet the program and administrative responsibilities of the mission and to achieve the strategic objective.

4. Plan and direct the continuous evaluation of mission organization, staffing, and services to ensure effective/efficient use of material and human resources.

d) Human Resources Management:

1. Plan and direct the personnel management of the mission for U.S., third country and foreign national employees (direct hire and personal service contractors) including the classification of FSN employees. **(See [HB 26, Position Classification](#).)**

2. Collaborate with mission officials in the proper placement of personnel and recommend actions to ensure maximum effective use of personnel.

3. Counsel employees and their families on a wide range of subjects including education, equal opportunity, career development, onward assignments, and employee relations.

4. In coordination with the Embassy, plan and conduct orientation for new employees and their families.

5. Advise on and assist in the development of programs and activities concerned with employee services such as commissaries, social and recreational activities.

e) Administrative and General Services:

1. Carry out the mission's administrative management operation.

2. Plan and direct the mission's personal property acquisition, management, and disposal programs, and develop standards for issuing, using, and controlling the personal property of the mission.
3. Plan and direct the mission's real property leasing, procurement, and disposal program; and serve as the mission representative to the Post Housing Board. **(See [ADS 535, Real Property Management Overseas.](#))**
4. Plan and direct the missions's communications and records program in accordance with ADS Chapter 502 to include the Agency's Disposition Schedule. **(See [502](#))**

f) Contract Management:

Exercise contracting and/or purchasing functions in accordance with the USAID Acquisition Regulations (AIDAR) (48 CFR Chapter 7) and Federal Acquisition Regulations as found in 48 CFR Chapter 1 and subject to Agency procurement warrant requirements. **(See [Mandatory References 48 CFR Chapter 1 and 7](#))**

g) Embassy Administrative Support:

1. Represent the mission in the development and administration of the **[Foreign Affairs Administrative Support \(FAAS\)](#)** Agreement, or successor system, and other support agreements which impact on the mission.
2. Monitor and ensure that the type, level, and charges for services conform with support agreements and USAID regulations.

h) Administrative Support to Contractors:

Provide guidance and advice to the contractor, in accordance with the provisions of the contract, in arranging administrative support services.

i) Security and Safety:

1. Serve as Unit Security Officer for the mission and in collaboration with the Regional Security Office, insure that HB 6, Security requirements regarding the security of classified materials, security measures, and other requirements are met. **(See [HB 6, Security.](#))**

2. Serve as Unit Safety Officer.

j) Travel and Transportation:

Oversee the shipment and receipt of official commodities, supplies and household effects; import and export customs clearances; local and international travel reservations and ticketing; etc. insuring that all legal and regulatory requirements are met.

k) Information Resources Management

The Executive Office may be assigned responsibility for the Information Resources Management Program and in all cases will be responsible for the property control aspect of the program.

E527.5.1a Mission Controller and Executive Officer Functions

1) USAID Mission Controller and Executive Officer functions represent separate and distinct professional skills and shall not be combined, except as noted in item 3) below.

2) The Executive Officer and the Controller maintain close coordination. Generally the Executive Officer has the primary responsibility for coordinating the formulation of the Operating Expense budget. The budget must be reviewed and cleared by the Controller. Conversely, the Controller is responsible for advising the Executive Officer of the status of funds.

3) In special circumstances of a temporary nature for example, where USAID is starting up or phasing out of a mission, or in a very small field organization where there is clearly not a requirement for a full-time Controller and a full-time Executive Officer, the possibility of a combined Controller/Executive Officer function shall be considered along with alternative possibilities for providing such services off-site or through TDY assistance. If the mission believes these functions can be combined, it sends its recommendation to the appropriate USAID/W geographic bureau, which shall determine approval with the concurrence of the associate Administrator for Management (AA/M) and Director, Administrative Services, Overseas Management Support (M/AS/OMS).

E527.5.1b Executive Office Relationship to Embassy Administrative Offices

The Executive Office is responsible for maintaining liaison with the Embassy Administrative Office and for monitoring the quality and quantity of services provided as agreed upon between the agencies under a

Foreign Affairs Administrative Services (FASS) agreement, Memorandum of Agreement (MOA), or Memorandum of Understanding (MOU). The liaison activities include assistance in conducting Administrative System evaluations and in establishing policies and procedures to ensure maximum conformity with uniform standards and procedures. The Executive Officer is responsible for advising the Mission Director of any major problems concerning the support Agreements recommending actions to overcome these problems.

527.6 Supplementary References

- a) Detailed Guidance on How to Open a USAID Mission
- b) Closing of Mission Checklists for Normal Closeout
- c) Detailed Guidance on Preparing Mission Orders
- * d) List of Cleared ADS Chapters
- e) MANAGEMENT SERVICES REVIEW GUIDELINES (MSRG)

527.7 Mandatory Reference - N/A

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